Chapter 1
Introduction

1.1 Final EIR Intended Use and Organization

This Final Environmental Impact Report (Final EIR) for the San Diego International Airport – Airport Development Plan (ADP) has been prepared in accordance with the California Environmental Quality Act (CEQA) of 1970, as amended, and Sections 15089 and 15132 of the State CEQA Guidelines. The San Diego County Regional Airport Authority (SDCRAA) is the lead agency for the project, and has prepared this Final EIR. The Final EIR is finalized upon certification by the SDCRAA's decision-making body (the SDCRAA Board); consequently, additional modifications to the Final EIR may be provided up until the time of certification.

This chapter of the Final EIR presents an overview of the proposed project and alternatives analyzed in the Recirculated Draft EIR and identifies the SDCRAA Staff Recommended Alternative.

This document incorporates The San Diego International Airport – Airport Development Plan Recirculated Draft EIR (State Clearinghouse No. 2017011053) by reference, in its entirety, as revised by the Corrections and Additions contained in Chapter 3 of this Final EIR. The Recirculated Draft EIR is available for review at the San Diego International Airport, Airport Authority Administration Building, 3225 N. Harbor Drive, 3rd Floor, San Diego, CA 92101 and at the website www.san.org (under link to Airport Projects/Environmental Affairs/CEQA & NEPA) or www.san.org/plan.

This Final EIR will support the permitting and approval processes of relevant agencies, including the California Coastal Commission, City of San Diego, Port of San Diego, and San Diego County Air Pollution Control District.

The contents of this Final EIR include:

Chapter 1: Introduction. This chapter includes a summary of the contents of the Final EIR, a summary of the proposed project and alternatives, and identification of the Staff Recommended Alternative. As described in Section 1.2.5 - Staff Recommended Alternative below, Alternative 4: T1 Replacement and Transportation Improvements is feasible, meets all the project objectives, and would have reduced environmental impacts compared to the proposed project. As such, SDCRAA staff is recommending Alternative 4 over the proposed project.

Chapter 2: Responses to Comments. The Recirculated Draft EIR was distributed for review by cooperating agencies, organizations, and the public on September 19, 2019. Comments were received through email and standard U.S. mail. The 46-day comment period concluded on November 4, 2019. Chapter 2 of this Final EIR consists of a compilation of the comments received on the Recirculated Draft EIR and the written responses prepared by SDCRAA to those comments.

Chapter 3: Corrections and Additions to the Recirculated Draft EIR. This chapter provides changes as a result of clarifications to, and comments received on, the Recirculated Draft EIR for

the ADP. Chapter 3 of this Final EIR also includes minor revisions to the Recirculated Draft EIR resulting from minor corrections or updates to Recirculated Draft EIR information. Changes in the text are signified by strikeouts where text is removed and shown with italics and underline where text is added, unless otherwise noted. These changes do not add significant new information to the EIR that would require recirculation under State CEQA Guidelines Section 15088.5.

1.2 Summary of Proposed Project and Alternatives

1.2.1 Background and Planning Efforts

San Diego International Airport (SDIA) was dedicated as the San Diego region's municipal airport on August 28, 1928. On December 18, 1962, the San Diego Unified Port District (Port District) was created when the State Legislature approved Senate Bill 41, which was certified by the County Board of Supervisors. Port District purview included ownership and operation of SDIA.

In 2001, Assembly Bill 93, the San Diego County Regional Airport Authority Act (SDCRAA Act), was signed into law, which created the SDCRAA as a local governmental entity of regional government to oversee SDIA's operations. As a result, the planning responsibilities, operation, and control of SDIA were shifted from the Port District to SDCRAA in January 2003, when the SDCRAA Act became effective. The SDCRAA Act grants to SDCRAA all land use planning authority and jurisdiction over lands within the original SDIA leasehold, along with any other lands that might be acquired adjacent to the existing airport property and necessary to operate SDIA.

SDCRAA is governed by a Board of Directors with nine voting members and three ex-officio, non-voting members. Seven voting Board members are appointed by mayors of various cities within San Diego County. Two voting Board members are appointed by the Chair of the San Diego County Board of Supervisors. The three non-voting members are: (1) a representative of the United States Navy; (2) the Department of Finance Representative on California's State Lands Commission; and (3) the District 11 Director of the California Department of Transportation. The Board Chair is designated by the Mayor of the City of San Diego. The SDCRAA Board is responsible for all policy and planning decisions for SDIA. For purposes of the proposed project and this Recirculated Draft EIR, the SDCRAA serves as the lead agency in accordance with CEQA.

1.2.1.1 Airport Master Plan and Airport Layout Plan

An airport master plan provides for the long-term development of an airport and allows an airport to seek specific federal grants and funds associated with federal law for improvements associated with an airport master plan. The Port District prepared SDIA's first comprehensive Master Plan document in 2001; however, it was not adopted prior to the transfer of SDIA ownership and operation to SDCRAA in 2003. In 2008, the SDCRAA Board adopted the Airport Master Plan (AMP), and the AMP continues to govern planning at SDIA. The AMP documents the SDCRAA planning process for SDIA and provides guidance for development of SDIA to meet continued passenger, cargo, and operations growth to meet the two overall objectives of:

1. Providing adequate facilities to accommodate air service demand (forecast growth through 2015), while improving levels of services, airport safety and security, and enhancing airport access.

2. Developing facilities that utilize the current airport property and facilities efficiently and are compatible with surrounding land uses.

A series of goals and detailed objectives were also developed to address specific issues related to the SDIA airport master-planning process and provide a framework for developing improved airport facilities. The AMP identified facility requirements in four categories: Airfield, Terminal, Ground Transportation, and Airport Support Facilities.

Following the adoption of the AMP in May 2008, an Airport Layout Plan (ALP) was completed in June 2009 and approved by the FAA in July 2009, subject to specified conditions, and was updated in 2014. An ALP refers to the official plan drawing approved by the FAA that depicts all existing and planned airport facilities, runway and taxiway safety areas, and the property boundary. It also includes data tables describing various components of SDIA.

The ADP is the next master planning phase for SDIA, building upon the 2008 AMP.

1.2.1.2 Airport Transit Plan

The SDCRAA has set forth programs to improve provisions for, and use of, transit at SDIA for use by its passengers and airport employees. In 2010, the SDCRAA prepared an Airport Transit Plan to assess potential transit programs and ridership for airport employees and passengers to SDIA. In 2016, the Airport Transit Plan was updated, funded by a California Department of Transportation (Caltrans) transportation planning grant (and available for review at www.san.org).[1] The Airport Transit Plan update focused on near-term transit programs that could increase connectivity to the existing transit systems, particularly the light rail stations and transit centers at Santa Fe Depot and the Old Town Transit Center, which include light rail, heavy rail (such as the North County Transit District's COASTER and Amtrak), and bus connections. The recommendations in this plan focus on four alternatives developed from eight potential concepts for increasing transit ridership. Two of the programs were implemented by the SDCRAA in 2016 with the opening of an on-airport roadway connecting to the northside of SDIA (see description and implementation dates below). In conjunction with ongoing planning efforts to reduce impacts of airport operations on surrounding areas and the environment, the SDCRAA is working to implement the other two recommended programs, which require coordination and approvals from other transportation and land use agencies. The four programs identified in the Airport Transit Plan update are described below.

- **Maximize marketing and passenger information utilizing airport and non-airport information channels – Implemented January 2016**. In January 2016, the Authority improved its communication of transit information to passengers and employees. Improvements were made to SDIA's website, including links to regional and local transit trip planners, as well as improved signage, guides and brochures, and training for the information staff located in each terminal baggage claim area. Marketing and transit information was further enhanced at on-airport bus stops with new amenities including monitors that display real-time arrival information and inform passengers about transit connections to other rail

[1] Nelson\Nygaard Consulting Associates, Inc. San Diego International Airport Transit Plan – June 2016. Available: http://www.san.org/DesktopModules/Bring2mind/DMX/Download.aspx?EntryId=8765&Command=Core_Download&language=en-US&PortalId=0&TabId=451.

services provided by the North County Transit District and Amtrak. The San Diego Metropolitan Transit System (MTS) joined SDCRAA in a marketing campaign and implemented its own signage improvements at the on-airport bus stops. MTS also installed ticket vending machines in 2016 in the Terminal 1 (T1) and Terminal 2 (T2) baggage claim areas, providing arriving passengers a convenient location to purchase transit passes.

- **Enhance access to the existing Trolley station at Middletown and launch the Trolley to Terminal shuttle bus utilizing the airport roadway – Implemented January 2016**. SDIA began operating a shuttle bus at the foot of Palm Street and Admiral Boland Way providing a free shuttle bus for any passengers and employees. This shuttle bus provides service every five minutes and has had up to 900 riders a month. Further improvements are planned by SANDAG and the City of San Diego to the pedestrian pathway along Palm Street from the Middletown Station to an on-airport bus stop, which features amenities such as signs displaying "next bus" information. The pedestrian and sidewalk improvements to Palm Street and Pacific Highway should be made as soon as possible by SANDAG to enhance the pedestrian pathway for riders to use this trolley connection.

- **Convert the existing MTS bus route between SDIA and downtown San Diego, Route 992, to a "Rapid" route, with improvements to the operations on SDIA and on the route through downtown**. The MTS bus presently stops at the curbfront directly outside the baggage claim areas at T1 and T2 with a published time of every 15 minutes. Further service improvements made at SDIA in collaboration with MTS included the installation of fare payment machines in T1 and T2, as well as stop consolidation. MTS has implemented Bus Rapid Transit (BRT) service on other routes comprised of a number of Rapid routes that have high frequency and limited stops for shorter travel times and increased reliability. This recommendation would designate the 992 a Rapid route that would bring BRT benefits along with improved branding. Real-time arrival information displays and mobile device information may also be implemented to inform riders at Airport stops. Rapid buses might also include airport-specific amenities such as luggage racks and information displays on which airlines are located in each terminal. This recommendation would require coordination with MTS, which is the operator of the 992 Bus Route.

- **Partner with transit operators to implement a transit line from the Old Town Transit Center and Amtrak Station to SDIA.** Adding a new shuttle service from the Old Town Transit Center would enhance access to SDIA, not only for COASTER and Trolley riders, but for many important bus lines, such as Routes 9 and 28 that serve the Old Town Transit Center.

1.2.1.3 Harbor Drive Mobility Committee

In March 2017, the SDCRAA Board directed and approved the formation of a multi-agency committee – comprised of key land use and transportation agencies, as well as stakeholders in the North Harbor Drive corridor – to improve traffic flow, reduce congestion, and consider road and transit improvements that would improve mobility. As the SDCRAA does not have planning jurisdiction for transportation improvements beyond its 661 acres, the SDCRAA must coordinate ground transportation improvements with the City of San Diego, SANDAG, Port of San Diego, and Caltrans. The Board specifically requested to establish a process by which data is gathered and

alternatives evaluated; and solutions and recommendations are presented to decision-makers. The Board further requested the establishment of a cadre of stakeholders to evaluate and recommend transit alternatives to remedy traffic and accessibility concerns around SDIA. This direction specified that stakeholders should include a working group of entities directly impacted by traffic around SDIA and those that have a regional responsibility for transit, and that direction was to be provided by policy-level decision-makers who would evaluate the technical analysis and provide policy-level recommendations for implementation and execution among all of the impacted entities.

The Harbor Drive Mobility Committee included a Policy Group and a Working Group. The Policy Group consisted of representatives from the SDCRAA, the Port of San Diego, the City of San Diego, as well as two representatives from SANDAG (Board Chair and Transportation Committee Chair). The Policy Group, comprised of policy-level decisions-makers, evaluated technical analysis and provided policy-level recommendations for implementation and execution among all of the regional entities. The Harbor Drive Mobility Committee also included a Working Group with membership from the SDCRAA, SANDAG, Port of San Diego, Caltrans, MTS, City of San Diego, and Solar Turbines. The Working Group held regular meetings to develop transportation ideas and alternatives based on thorough technical analyses. The Working Group met periodically with the Policy Group to review and discuss analysis, concepts, and alternatives.

From 2017 through June 2018, the Harbor Drive Mobility Committee held seven Working Group meetings and five Policy Group meetings, to conduct its mission, including an assessment of potential improvements to roads, transit, and pedestrian/bicycle access in the North Harbor Drive corridor from Shelter Island to the San Diego Convention Center. The proceedings to date are summarized in a Harbor Drive Mobility Committee report included in Appendix R-J of this EIR.

1.2.1.4 SANDAG Airport Connectivity Subcommittee

In December 2018, SANDAG established a temporary subcommittee of the Board of Directors, advisory in nature, entitled the Airport Connectivity Subcommittee, to identify future transportation solutions for improved ground and transit connectivity options connecting to SDIA. SANDAG Chair and Poway Mayor Steve Vaus serves as the Chair of the Airport Connectivity Subcommittee. The Airport Connectivity Subcommittee includes Board members from the following organizations: SANDAG, City of San Diego, County of San Diego, MTS, North County Transit District, San Diego Unified Port District, SDCRAA, and Caltrans District 11.

The purpose of the Airport Connectivity Subcommittee is to lead discussions and explore options for how best to build consensus around transportation solutions for improved connectivity to SDIA for generations to come. The work of the Airport Connectivity Subcommittee will conclude upon adoption of a preferred transportation solution by the SANDAG Board of Directors. To help identify potential solutions, the Airport Connectivity Subcommittee is discussing airport connectivity options and SANDAG released two Requests for Information (RFI) to solicit innovative ideas from external entities for improved connectivity, the creation of San Diego Grand Central Station, and supportive land uses. It is anticipated that any recommended solutions by the Airport Connectivity Subcommittee will be considered by the SANDAG Board of Directors for inclusion in the upcoming 2021 Regional Plan.

1.2.2 Project Objectives

The ADP is the next phase of master planning for SDIA, enabling SDCRAA to accommodate anticipated future demand for air travel at SDIA with more modern, efficient, and comfortable facilities. The ADP planning effort began in 2012 with defining the effort's Goals and Objectives. The objectives of the proposed project incorporate and build upon the goals identified in 2012.

The objectives for the ADP include the following:

- Goal: Develop passenger terminal facilities to efficiently accommodate future activity levels and maintain high levels of passenger satisfaction that reflect the local feel and uniqueness of San Diego
  - Objectives:
    - Maintain appropriate level of service on the curbfront, security checkpoints, passenger holdrooms, and bag claim areas.
    - Optimize airport concessions to meet demand and generate revenue for SDIA.
    - Minimize walking distances and mode changes from curbside to aircraft gate.
    - Address T1 functional deficiencies, including replacement if necessary.
    - Develop a plan that can be implemented in a phased manner.
    - Make the terminal a showplace of functionality and design that reflects the local feel and uniqueness of San Diego.
- Goal: Plan for an operationally efficient airfield that meets FAA standards
  - Objectives:
    - Improve and optimize airfield configuration for safety, efficiency, and capacity.
    - Develop a plan to eliminate any existing modifications to standards as soon as feasibly practical and do not create conditions warranting additional modifications or waivers from the FAA.
    - Provide flexibility to respond to future aircraft, technology, and industry changes.
- Goal: Provide a plan that is fiscally and environmentally sustainable
  - Objectives:
    - Wherever prudent, make use of existing facilities through renewal or modernization to meet future demand.
    - Ensure the development plan is fiscally responsible from both the capital and operational cost perspectives.
    - Provide plans that will diversify airport revenues and strengthen the financial position of SDIA.
    - Maximize funding resources through appropriate facility planning.

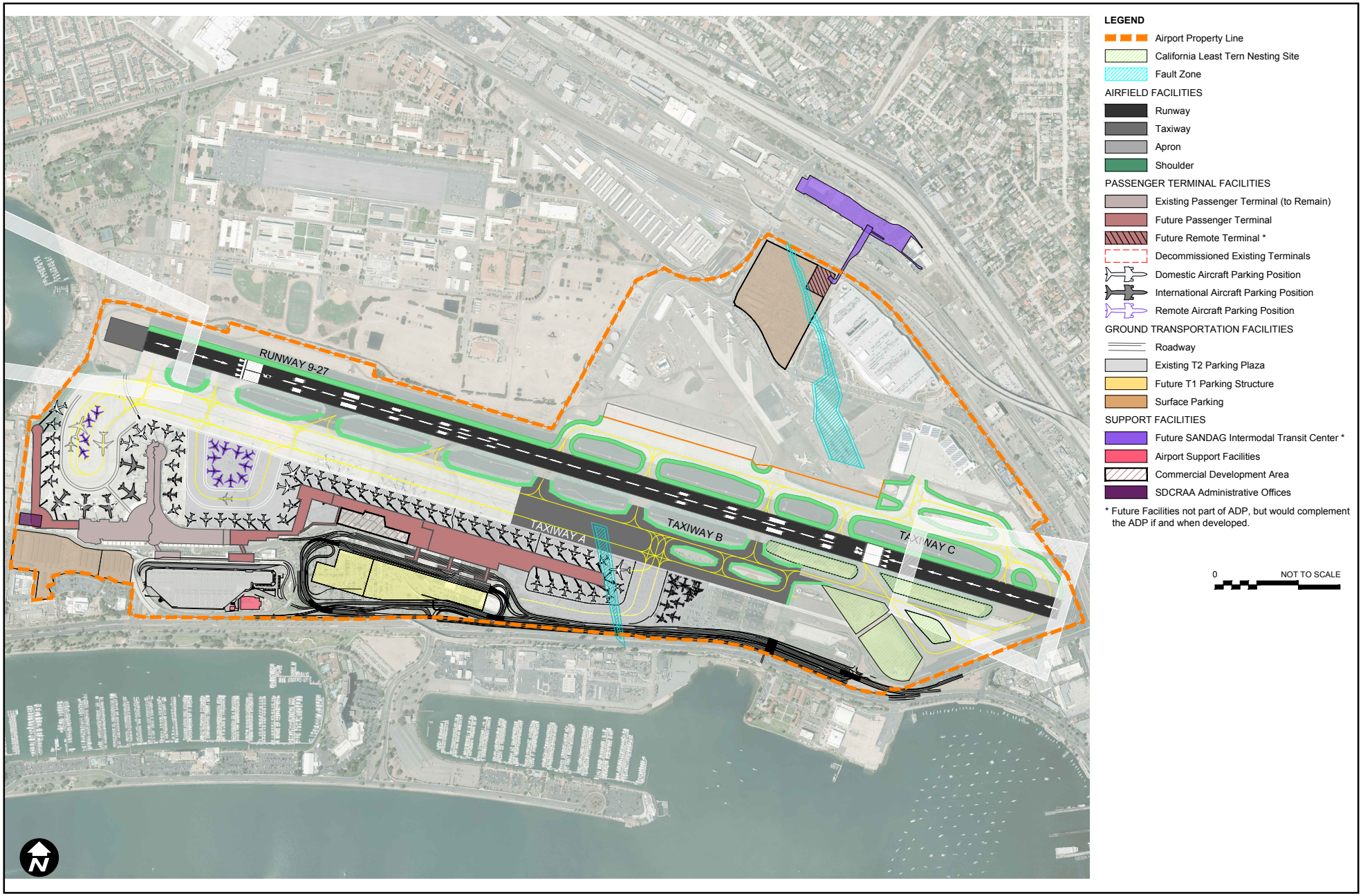
    - Continue to implement sustainability measures at SDIA, and monitor and report on those measures consistent with Global Reporting Initiative (GRI) Sustainability Reporting Standards.[2]

- Goal: Optimize the productive use of SDIA properties
  - Objectives:
    - Maximize non-airline revenues.
    - Identify opportunities for increased commercial utilization.
- Goal: Provide a plan that meets the aviation needs of the San Diego region in a socially responsible manner
  - Objectives:
    - Support increases in air service demand for commercial passenger service to meet the needs of the San Diego regional economy and businesses.
    - Implement airport improvements in a sustainable manner and consider the total cost of ownership including financial, environmental, and social costs.
- Goal: Improve ground access to SDIA, including coordination of transit service and facilities that interface with regional systems, and accommodate parking demand
  - Objectives:
    - Provide enhanced vehicular access from Harbor Drive to SDIA.
    - Improve mobility for private vehicles, transit users, and bicyclist/pedestrians along the North Harbor Drive corridor.
    - Improve transit connections to the existing transit system planned by SANDAG and operated by MTS, including bus shuttle service to light rail stations and transit centers (Santa Fe Depot and Old Town Transit Centers).
    - Accommodate demand for short-term and long-term parking spaces on-airport to ensure sufficient passenger satisfaction and appropriate revenue generation.

1.2.3 Proposed Project Components

As shown on Figure F-1, the primary components of the proposed project are the replacement of the existing T1, modifications to T2, a new administration building, and a new airport access roadway, with new bicycle and pedestrian infrastructure. As part of the T1 replacement, a new T1 access road and parking structure would be constructed. Other improvements include infrastructure upgrades and the removal/relocation of other airport support facilities to

[2] Global Reporting Initiative. GRI Sustainability Reporting Standards. October 2016. Available: https://www.globalreporting.org/information/g4/Pages/default.aspx.



Source: SDCRAA, 2019.

Figure F-1

San Diego International Airport
Airport Development Plan

OVERALL DEVELOPMENT CONCEPT AT BUILDOUT - PROPOSED PROJECT

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accommodate the terminal improvements. Ultimately, the number of gates at SDIA would increase from 51 to 61 under the proposed project.

Implementation of the proposed project would occur over two phases (Phase 1 and Phase 2), each with two sub-phases (Phase 1a and Phase 1b, and Phase 2a and Phase 2b). Below is a description of each element of the proposed project at build-out as shown in Figure F-1.

1.2.3.1 Terminal 1

The proposed project would entail the demolition of the existing T1 and replacement with a new facility. Completed in 1967, the existing T1 is the oldest terminal at SDIA. It is outdated and does not meet current level of customer service standards or passenger and gate capacity needs. The existing terminal has two levels, with approximately 336,000 square feet of floor area and 19 narrowbody jet gates. The former Commuter Terminal, which now accommodates SDCRAA administrative offices, and several air cargo and airline support buildings located east of the existing T1 would be removed to accommodate the new T1. Surface features, including surface parking lots and apron area, would also be removed or reconfigured to accommodate the new T1 building.

The new T1 would be a linear building constructed in two phases (i.e., Phases 1a and 1b) that encompasses the footprint of the existing T1 and the area to the southeast. The height of the new T1 would be up to a maximum 90 feet at the terminal façade/ticketing lobby[3] and have three levels. It would include landside (passenger processor) and airside functions. Arrivals, including baggage claim, would be located on the lower level. The arrivals level would also include the baggage make-up area, mechanical systems, apron and airline operations, ground support equipment, and loading dock functions. The upper levels would include ticketing/check-in, security screening checkpoint (SSCP) functions, and concessions. The upper level would also include the concourses with components such as aircraft gates, seating areas, and associated passenger boarding bridges. At build-out, the replacement T1 would have 30 gates and be approximately 1,210,000 square feet. The positioning of the new T1 concourse would increase operational efficiency by minimizing aircraft taxi times between gates and the airfield, as the majority of gates would be located immediately adjacent to the parallel taxiways (existing Taxiway B and proposed new Taxiway A). Additionally, the apron improvements proposed along the north side of the new T1 concourse, as well as the provision of a new aircraft remain overnight (RON) area to the east of the new concourse, would complement the realignment of Taxiway B and construction of a new Taxiway A proposed north and east of the new T1.

The new T1 would include a potential commercial development area as a component of the T1 improvements. This opportunity for commercial development would provide a non-airline revenue source and amenities that serve travelers. While the precise elements of the commercial development area have not yet been determined, for analysis purposes, the commercial development area is assumed to encompass a maximum of 400,000 square feet in floor area, with potential uses that could include, but not be limited to, a farmers' market, a conference center, restaurants, and retail uses. The commercial development area would be located at the western end of T1. The 400,000 square feet of commercial development area would be in addition to the

[3] Only the T1 main roof/façade would be 90 feet; the top of the concessions roof would be 75 feet and the top of the concourse would be 61 feet.

1.21 million square feet of T1 floor area described above. Similar to the proposed new T1 façade/ticketing lobby, the height of the commercial development opportunity would be 90 feet.

A loop road with an at-grade arrivals curb and an elevated structure for the departures curb would provide vehicle access for arriving and departing passengers. Passenger access would also be provided from a new parking structure located to the south (i.e., "T1 Parking Structure") via crosswalks at ground level.

The new T1 would have a contemporary design that complements T2-West (the Green Build) and incorporates high-quality materials and public art. Also, similar to T2-West, the new T1 would incorporate high-performing and sustainable design and construction features consistent with the sustainability policies and goals adopted by SDCRAA, while also achieving certification from the U.S. Green Building Council (USGBC) or similar under another green infrastructure rating system. Additionally, the stormwater drainage system installed in conjunction with development of the new T1 would be connected to the SAN Stormwater Capture and Reuse System, which is further described below.

1.2.3.2 Terminal 2 Modifications

In conjunction with the T1 improvements described above, T2 would also be modified at the western and eastern ends. These modifications are referred to as T2-West modification (also referred to as the "Stinger") and T2-East modification, respectively.

The T2-West modification consists of adding a new concourse "stinger" (up to seven gates) that extends northward from the western terminus of T2-West. The new concourse would be three-stories and consist of 450,000 square feet, added to the 889,000 square feet of the existing T2-West, with up to seven new gates, seating areas, and passenger boarding bridges. Additionally, existing aircraft apron pavement would be demolished and replaced in association with construction of the T2-West modification. No existing building square footage would be demolished for the T2-West modification.

The T2-East modification would entail removing the existing easternmost 350,000 square-foot T2-East concourse and replacing it with a new linear concourse that connects T2 to the new T1. Existing aircraft apron area would be demolished and replaced with reconfigured apron area and the new T2-East concourse. This would result in the loss of 13 existing gates at T2-East and the addition of seven new gates (a net decrease of six gates). The T2-East modification would provide a secure connection (i.e., an enclosed/controlled passenger corridor) between the new T1 and modified T2 to allow passengers to connect from one terminal to the other without having to exit to the non-secure side of the terminal, and only go through security once. The T2-East modification would be 250,000 square feet and three-stories which, in conjunction with the removal of the existing 350,000 square-foot T2-East concourse, would result in a net reduction of 100,000 square feet of floor area in T2-East.

As with the new T1 described above, the new construction associated with the T2-West and T2-East modifications would have a contemporary design and incorporate high-quality materials and public art. As with the new T1, the new construction would incorporate high-performing and sustainable design and construction features consistent with the sustainability policies and goals adopted by SDCRAA.

1.2.3.3 Taxiway A and Taxiway B Improvements/Relocation

The proposed project includes the relocation of the majority of Taxiway B, which runs parallel to the runway on the airfield's south side. Taxiway B is the primary route for arriving and departing aircraft to taxi between the terminals and runway. The existing amount of separation between Runway 9-27 and Taxiway B does not meet FAA standards relative to Aircraft Design Group (ADG) V aircraft (i.e., newer, larger aircraft such as the Boeing 747-400) operating on Taxiway B, and therefore currently requires a Modification of Standards (MoS) for such operations. The proposed project would move the centerline of Taxiway B southward by 37.5 feet in order for SDIA's airfield to meet the FAA standard of 400 feet (existing amount of separation is only 362.5 feet). For the western portion of Taxiway B, specifically the segment west of the intersection with Taxiway B6, relocation of Taxiway B would only require restriping existing pavement (i.e., existing concrete in the apron area is already capable of supporting aircraft movement) and relocation of taxiway lighting. The eastern portion of the relocated Taxiway B would require the removal of existing asphalt and limited pockets of concrete and placement of new concrete extending from the intersection with Taxiway B6 east to just past the intersection with Taxiway B4, but not extending into California least tern (an endangered species) habitat area (see Section 3.5, Biological Resources, of the Recirculated Draft EIR for further discussion of California least tern habitat at SDIA).

The proposed project also includes the development of a new Taxiway A just south of Taxiway B. Although the new Taxiway would not run the full length of the runway, the addition of a new taxiway would improve airfield efficiency by allowing bidirectional flow of aircraft taxiing between the terminals and runway (as with Taxiway B discussed above, Taxiway A would not extend into California least tern habitat area). Because of the linear design of the proposed Terminal 1, Taxiway A would also help avoid aircraft blocking Taxiway B, when they are pushed back from the new terminal's gates. Finally, construction of a new Taxiway A is proposed to precede the Taxiway B relocation, which would facilitate access to the east end of the runway while Taxiway B is temporarily taken out of service for relocation/reconstruction.

Construction of the Taxiway A and Taxiway B improvements is anticipated to occur between 2021 and late 2026.

1.2.3.4 Ground Transportation

The proposed project modifications include a new on-airport entry roadway with an accompanying bicycle and pedestrian pathway that would connect to North Harbor Drive and allow westbound airport traffic to enter SDIA at the existing intersection of North Harbor Drive and Laurel Street. This would reduce the amount of westbound airport traffic using North Harbor Drive and, thus, help free up space on North Harbor Drive for a potential regional transit corridor along the waterfront in the future. Other improvements include a new loop road that would provide access to the new T1 and a new T1 parking structure and completion of the Terminal Link Road that allows high-occupancy buses and shuttles to travel between the north and south sides of SDIA without accessing public roads, as further described below.

On-Airport Vehicle Circulation

The ADP includes proposed circulation and roadway improvements to enhance mobility to the existing and proposed terminals from North Harbor Drive. The circulation and roadway improvements include:

- Inbound on-airport road with multi-use pedestrian and bicycle path;
- On-airport circulation roadways and curbfronts connecting vehicle users and emergency responders to the terminals, parking, and transit stops; and
- Outbound airport circulation, including completion of the Terminal Link Road that is reserved for high-occupancy vehicles traveling to SDIA's north side.

The ADP would modify access to SDIA terminals for traffic approaching SDIA from the east by constructing a new inbound on-airport road. The inbound on-airport road would connect with North Harbor Drive at approximately Laurel Street to allow west-bound vehicles to access SDIA terminals. The new west-bound inbound on-airport road would begin as a right-turn lane on Laurel Street just outside SDIA's boundary and add approximately 0.8 to 0.9 mile of a three-lane road parallel to and north of North Harbor Drive to serve access to SDIA terminals. An additional 0.4 to 0.5 mile of a west-bound two-lane road would connect the on-airport road to the existing T2 on-airport circulation roadways. The inbound on-airport road would function as a limited access roadway, similar to a freeway without intersections or crossing traffic, to reduce congestion to SDIA terminals. Eliminating intersections requires grade separation of the on-airport road above the intersection at North Harbor Drive with the existing Rental Car Center access road and the proposed access to the airport support facilities near the U.S. Coast Guard Base.

The proposed project proposes no modifications to access SDIA terminals from the west along east-bound North Harbor Drive. T2 access from the west would remain at Spanish Landing. T1 access from the west would remain at Harbor Island Drive. T1 traffic would then be provided grade-separated direct access to T1 via dedicated roadway connections to the curbfront roadways.

The on-airport circulation roadways for T1 would connect to the inbound on-airport road, Harbor Island Drive access, and the existing outbound airport circulation. The T1 curbfront roadways would include 1,300 to 1,500 linear feet of private vehicle curbfront on-grade for arriving passengers, 1,200 to 1,400 linear feet of private vehicle curbfront for departing passengers on an elevated structure, and 2,000 to 2,400 linear feet of curbfront for commercial vehicles on-grade.

The on-airport circulation roadways for T2 would remain substantially consistent with existing conditions. The on-airport circulation for T2 would connect to the new inbound on-airport road and the existing outbound airport circulation. T2 curbfronts would remain unchanged.

The outbound airport circulation would remain consistent with existing conditions. The existing exit road from each terminal would be reconfigured to connect with the existing Harbor Island Drive intersection and the existing flyover to east-bound North Harbor Drive. Reconfiguration includes elevating traffic exiting T1 over traffic accessing T2 via the inbound on-airport road. East of the Harbor Island Drive intersection, approximately 0.8 to 0.9 mile of a one-lane east-bound on-airport road parallel to the west-bound on-airport road would be added for dedicated airport

circulation. This east-bound lane would provide access to the Terminal Link Road and the west-bound on-airport roadway.

Vehicles accessing SDIA terminals from the east would exit North Harbor Drive at the inbound on-airport roadway. Traffic would follow the west-bound roadway until it splits to access each T2 facility, just east of T1. Traffic accessing T1 arrivals, departures, or commercial curbfronts would keep right at the split. Traffic accessing parking or T2 arrivals, departures, or commercial curbfronts would keep left at the split. An exit from the west-bound access to T2 would provide access to parking at T1. After interacting with the T1 curbfronts in a west-bound flow, vehicles exiting SDIA, and those vehicles desiring to circulate back to T1, would merge together. Once merged, vehicles would have the choice between exiting to the flyover ramp to east-bound North Harbor Drive or to Harbor Island Drive. Vehicles recirculating to T1 would exit from Harbor Island Drive and then merge with traffic accessing SDIA from the west to return to T1.

Transit vehicles accessing SDIA terminals would operate similar to existing conditions. Vehicles would access SDIA terminals from the new inbound on-airport road, exit the limited access on-airport roadway for the T1 circulation road, pick-up and drop-off passengers at the T1 arrivals curbfront (directly adjacent to the terminal), access T2 from an at-grade convenience connection to T2 (similar to the existing connection), pick-up and drop-off passengers at the T2 arrivals curbfront, and exit SDIA from the outbound airport circulation roadway system.

Access to and egress from SDIA terminals for Rental Car Center buses and Employee Parking Lot shuttles would change significantly by eliminating their circulation on North Harbor Drive. These buses and shuttles dropping-off passengers at SDIA terminals would instead use the completed Terminal Link Road and then be provided a direct on-ramp access to the west-bound on-airport roadway to access both Airport terminals. Rental Car Center buses and Employee Parking Lot shuttles returning to SDIA's north side from the terminals would utilize one new dedicated east-bound lane to connect with the completed on-airport Terminal Link Road.

Pedestrian and Bicycle Circulation

Safe, recognizable, and continuous connections along North Harbor Drive to SDIA terminals would be provided for bicycles and pedestrians. Existing pedestrian and bicycle connections would be retained, while, additionally, new connections would also be established. For westbound passengers accessing SDIA, at the intersection of North Harbor Drive and Laurel Street, a pedestrian/bicycle crossing would be provided along the on-airport entry ramp. A multi-use bicycle and pedestrian path would be built along North Harbor Drive connecting Laurel Street to T1. At the intersection of North Harbor Drive and Harbor Island Drive, there would be a crossing that connects to the T1 Parking Structure. From there, pedestrians and bicyclists could access all new T1 facilities.

Parking

Close-in parking for the new T1 would be provided in a structure to the south of the new T1 (i.e., the T1 Parking Structure) at the current site of the existing 1,225-space surface parking lot for T1. This parking structure would be five levels and 60 feet in height for the main deck. The elevator penthouses and lighting poles may extend up to 84 feet. The structure would be a maximum of 2,780,000 square feet and provide approximately 7,500 spaces. The additional parking spaces

provided by the new T1 Parking Structure would be largely offset by the loss of existing parking spaces eliminated in conjunction with the proposed project. Table 2-2 in Chapter 2, Project Description of the Recirculated Draft EIR, provides a breakdown of parking for existing (2018) conditions and with the proposed project. As shown in the table, implementation of the proposed project would result in a net increase of 2,650 parking spaces compared to existing conditions.

Parking for T2, including the T2-West Stinger and replacement of T2-East with the T2 Connector, would be provided by the T2 Parking Plaza that opened in May 2018 along with existing surface parking in the nearby area, with modifications made to the public and employee parking lot located at the west end of SDIA.

1.2.3.5 Central Utility Plant

In conjunction with the above terminal improvements, the existing Central Utility Plant (CUP), located along Airport Terminal Road adjacent to the T2 Parking Plaza, would be expanded by 12,000 square feet at its existing location in order to increase its capacity for providing heated and chilled water for building heating and cooling.

1.2.3.6 Airport Administrative Offices

The former 132,000 square-foot Commuter Terminal, where SDCRAA administrative offices are currently located, would be demolished for construction of the new T1. New airport administration offices would be constructed south of the proposed T2-West modification, near the intersection of McCain Road and Airport Terminal Road. The new airport administration building would be 95-foot-high and approximately 150,000 square feet. Parking for the administration building would be at the existing surface lot located at the current T2 Parking Lot at McCain Road and Airport Terminal Road. The lot would be resurfaced and reconfigured.

1.2.3.7 Other Improvements

Utilities

Underground utilities required for Airport facilities include: electric; natural gas; water; sanitary sewer; heating, ventilation, and air conditioning (HVAC); telecommunications; and stormwater. In conjunction with implementation of the proposed project, improvements to existing utilities serving the project area would occur. The proposed improvements would require removing existing underground utility lines to accommodate the new and modified structures, and installing new lines and new connections to connect the new and modified structures with the existing lines. Utility improvements would occur in coordination with the applicable service provider.

Stormwater Capture and Reuse System

To comply with the post-construction stormwater treatment control requirements for new development, the proposed project will expand the capture area of the SAN Stormwater Capture and Reuse System. When completed by the proposed project, the system would capture runoff from approximately 200 acres of the SDIA's 661-acre site. The SAN Stormwater Capture and Reuse System would reduce the amount of potable water currently used for non-potable purposes at SDIA. In addition, the SAN Stormwater Capture and Reuse System would reduce the discharge of stormwater runoff from SDIA into San Diego Bay.

The project-related elements of the SAN Stormwater Capture and Reuse System include the construction of an underground storage tank with approximately 3.4 million gallons of storage and an underground infiltration area that would temporarily store approximately 3 million gallons of stormwater, while simultaneously allowing the stormwater to infiltrate into the ground. The SAN Stormwater Capture and Reuse System improvements would occur throughout much of the southern and eastern portions of SDIA, encompassing the new T1 facility and the adjacent aircraft RON parking area, as well as the Taxiways A and B improvements area, and providing additional capture area to account for the runoff volumes associated with the project-related improvements at T2.

Instead of discharging into San Diego Bay, stormwater captured in the storage tank would be conveyed (piped) to the stormwater treatment facility that was constructed as part of the T2 Parking Plaza Project and reused in the cooling towers of the CUP or potentially for irrigation on the south side of SDIA. At final build-out, the total storage capacity of the SAN Stormwater Capture and Reuse System would be approximately 9.4 million gallons and allow for the capture and reuse (or infiltration) of approximately 39 million gallons of stormwater per year.

1.2.3.8 Project Phasing

The proposed project would be implemented in two major phases, each with two sub-phases, that would ensure that regular airport operations would be maintained at a sufficient level during construction. The primary components of Phase 1 are the replacement of T1 (including realignment of Taxiway B and construction of a new Taxiway A), a new T1 Parking Structure, a T1 loop road, and the on-airport entry roadway (including a multi-use pedestrian and bicycle path). The primary components of Phase 2 are the T2-West and T2-East modifications. The total demolition would be over 1 million square feet of building area and over 6 million square feet of surface elements, while new construction would entail over 5 million square feet of buildings and just under 5 million square feet of surface elements. Construction activities associated with implementation of the proposed project are assumed in the EIR analysis to begin in approximately late 2020/early 2021, subject to completion of the required environmental reviews and entitlement approvals, and continue through each of the four subphases to project buildout in 2035.

A Construction Traffic Management Program (CTMP), similar to that successfully implemented during the SDIA Green Build construction program, is proposed to be implemented as part of the ADP project.

1.2.4 Alternatives to the Proposed Project

The analyses in the Recirculated Draft EIR determined that the proposed project would result in significant impacts to the following resource categories: Air Quality, Greenhouse Gas Emissions, Human Health Risk, Biological Resources, Cultural Resources, Hazards and Hazardous Materials, Land Use and Planning, Noise, and Traffic/Circulation. In accordance with Section 15126.6 of the State CEQA Guidelines, Chapter 5, Alternatives Analysis, of the Recirculated Draft EIR, includes a discussion of a reasonable range of project alternatives that would "feasibly attain most of the basic objectives of the project but would avoid or substantially lessen any of the significant effects of the project, and evaluate the comparative merits of the alternatives." Descriptions of the four alternatives to the proposed project carried forward and evaluated in the Recirculated Draft EIR

are provided below. As discussed in Section 1.2.5 - Staff Recommended Alternative below, Alternative 4: T1 Replacement and Transportation Improvements is feasible, meets all the project objectives, and would have reduced environmental impacts compared to the proposed project. As such, SDCRAA staff is recommending Alternative 4 over the proposed project.

1.2.4.1 Alternative 1: No Project

Under Alternative 1, none of the improvements under the proposed project would occur. The project site would retain the existing structures and roadway system and there would be no demolition of, or additions or modifications to, the existing facilities. It should be noted, however, that even without implementation of the proposed project improvements, there would be continued growth in aircraft operations and passenger activity levels in the future at SDIA, including through 2035 (the buildout year for the ADP), to meet the region's demand for air service. The capacity limitation of SDIA's single-runway is the same with or without the project improvements.

1.2.4.2 Alternative 2: Reduced Scale of Development

Under Alternative 2, additional gates and terminal area at SDIA would be developed as a new stand-alone facility constructed east of the existing T1. The new facility would have 12 gates and approximately 500,000 square feet of terminal area. The existing T1 and T2 would remain in their current location and configuration. Under the Reduced-Scale Alternative, the total amount of terminal area would be approximately 25 percent less than that of the proposed project.

In addition to having less demolition of existing terminal area and construction of new terminal area compared to the proposed project, Alternative 2 would not include development of the 400,000 square foot commercial development opportunity that is included in the proposed project, and would also not require demolition and replacement of the existing SDCRAA Administrative Offices that are located in the former Commuter Terminal. Also, under Alternative 2, the 1.5 million square foot T1 Parking Structure that is included in the proposed project would not be developed but, instead, 700,000 square feet of surface parking would be provided, which would be accessed via an on-airport roadway system similar to that of the proposed project. Under Alternative 2, only the eastern portions of the Taxiway A and Taxiway B improvements would be constructed, immediately north of the 12-gate terminal, resulting in only 650,000 square feet of taxiway improvements rather than 1,415,000 square feet of taxiway improvements that would occur under the proposed project. Similarly, the amount of aircraft apron area around the terminals would be reduced to approximately 550,000 square feet under Alternative 2, instead of the 2,360,000 square feet of apron area under the proposed project.

Under Alternative 2, it would not be necessary to demolish and remove the former United Airlines Hangar and Terminal Building (a.k.a. the ASIG building or Menzies Aviation), the existing Terminal 1, or the existing Terminal 2-East, which are identified in Section 3.6, Cultural Resources, of the Recirculated Draft EIR, as being significant historic resources.

1.2.4.3 Alternative 3: Revised Implementation Phasing

Under Alternative 3, the currently proposed project would still be developed, but the implementation phasing would be modified such that the T2-West modification/addition (the "Stinger") would be included in the first phase of development (i.e., under the proposed project, the

Stinger would be constructed in Phase 2a, but under Alternative 3, the Stinger would be constructed in Phase 1a) and would then be followed by the development phasing sequence of the proposed project (i.e., development of the new T1 eastern portion, then development of the new T1 western portion, and then removal of T2-East and the associated development of a linear concourse between the new T1 western portion and the existing T2-West). The implementation phasing associated with Alternative 3 would shift the most intensive development activities, in terms of the amount of demolition and construction, of the overall ADP program to occur between 2024 and 2030. By comparison, the proposed project would have the most intensive development activities assumed to occur between approximately 2021 and 2026. Alternative 3 would include all the elements of the proposed project and the total amount of development at buildout would be the same as the proposed project; only the phasing of development would differ.

1.2.4.4 Alternative 4: T1 Replacement and Transportation Improvements

Under Alternative 4, the ADP would focus primarily on replacing T1 and providing transportation/transit-related improvements, including on-airport access road enhancements to reduce airport-related traffic on nearby streets and upgrades to public transit systems at and near SDIA. As further described below, Alternative 4 would eliminate certain aspects of the proposed project. It also would substantially reduce the construction period otherwise required for the proposed project. The SDCRAA developed Alternative 4 in response to comments received on the 2018 Draft EIR, many of which requested that SDCRAA reduce the size, scope, and the construction period of the proposed project, and provide more transit-related improvements to reduce the project's traffic and air quality impacts. The following describes the elements of Alternative 4 as compared to those of the proposed project.

1.2.4.4.1 Overview

Under Alternative 4, the primary elements of the ADP would be limited to the following:

- replacement of the existing T1;
- a new reduced-height (compared to the proposed project) airport administration building;
- a new on-airport access roadway on airport property along with preservation of right-of-way on airport property to accommodate potential future off-airport access road improvements;
- a new reduced-size (compared to the proposed project) parking structure;
- elimination of the commercial development opportunity area included in the proposed project;
- implementation of a dedicated shuttle service between the Old Town Transit Center (located at 4005 Taylor Street) and SDIA;
- work with the MTS to upgrade Bus Route 992 transit service between downtown and SDIA;
- preservation of a portion of SDIA as a "transit-ready" area to accommodate potential future regional transit system improvements that would link to SDIA; and

- there would be no additions or modifications to T2.

SDIA would implement Alternative 4 over one phase, within two sub-phases (Phase 1a and Phase 1b), as shown in Figures F-2 and F-3. Below is a description of each element of Alternative 4 and how it compares to the elements of the proposed project. Build-out of Alternative 4 is shown in Figure F-3. The details of the construction phasing, including a description of what elements would occur in each sub-phase, are also described below.

1.2.4.4.2 Terminal Improvements

Terminal 1

Under Alternative 4, the features of the T1 replacement would generally be the same as those of the proposed project, with the following notable exceptions:

- Under Alternative 4, there would be no development of the 400,000 square-foot potential commercial development opportunity area.
- Under Alternative 4, the parking structure proposed adjacent to the replacement T1 would be smaller than that of the proposed project (i.e., 5,500 parking spaces versus 7,500 parking spaces). By reducing the number of parking spaces, Alternative 4 would provide space to reserve a "transit-ready" area for connecting SDIA with potential future regional transit system improvements nearby.
- Also, Alternative 4 includes near-term transit system connection programs, such as a dedicated shuttle service between the Old Town Transit Center and SDIA, and upgrade of the Bus Route 992 transit service between downtown and SDIA. Additional discussion of these elements is provided below in the description of Ground Transportation improvements.

Terminal 2

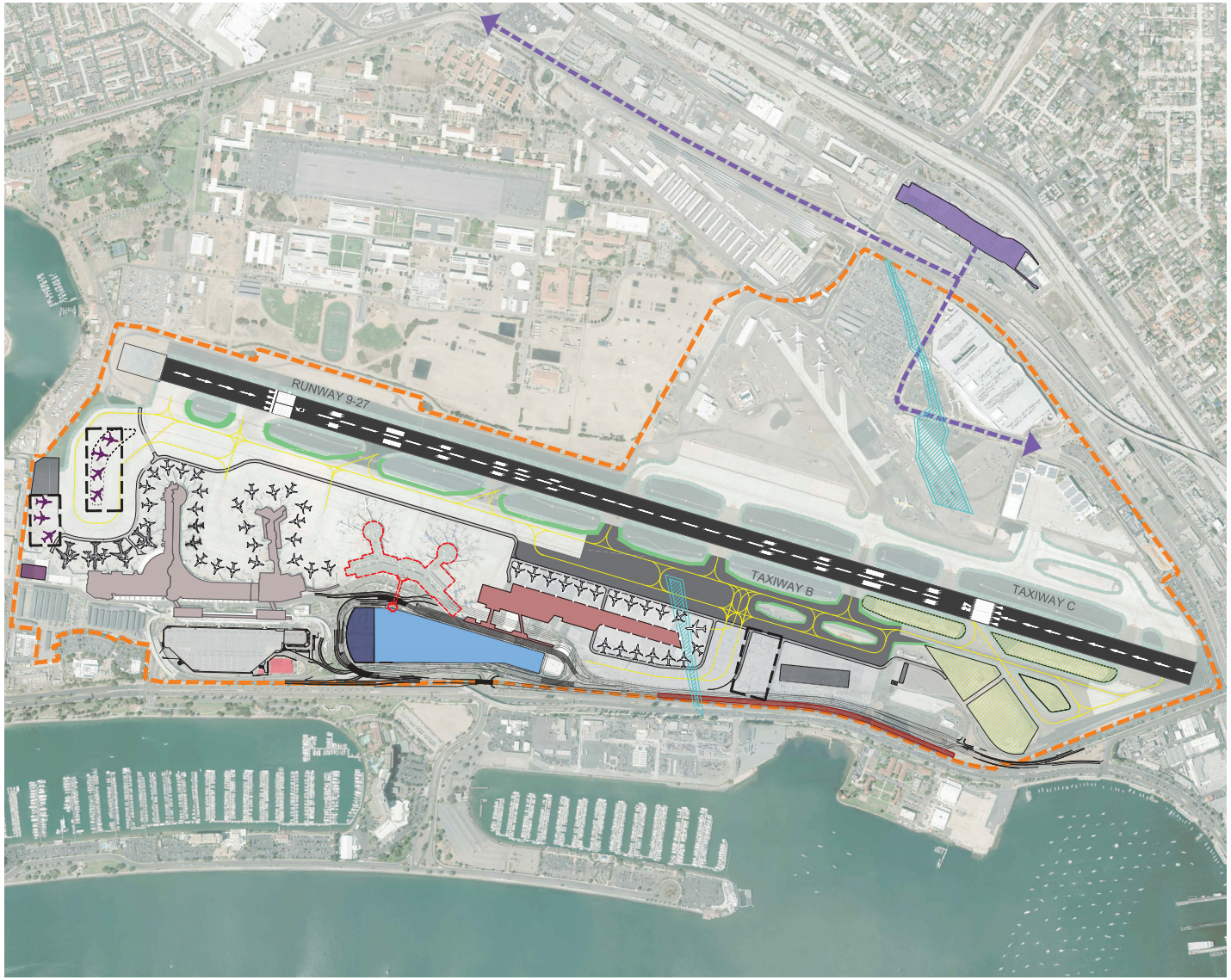
Under Alternative 4, SDIA would not construct the proposed project's T2-West addition (i.e., the "Stinger"). Nor would SDIA demolish the existing T2-East, or replace it with a linear concourse between the new T1 and the existing T2-West. In short, there would be no ADP Phase 2 improvements under Alternative 4, although interior renovations and upgrades to the existing T2-East would likely occur in the future.

1.2.4.4.3 Ground Transportation

Proposed ground transportation system modifications under Alternative 4 include the following.

On-Airport Vehicle Transportation

Under Alternative 4, the on-airport vehicle circulation improvements would generally be the same as those of the proposed project described above. These include a new on-airport entry roadway that would connect to North Harbor Drive. This new roadway would allow westbound airport traffic to enter SDIA at a new intersection west of the existing intersection of North Harbor Drive and Laurel Street. This will reduce the amount of westbound airport traffic using North Harbor Drive. Other improvements include a new loop road that would provide access to the new T1 and a new reduced-size (compared to the proposed project) T1 Parking Structure.



LEGEND

- Airport Property Line
- California Least Tern Nesting Site
- Fault Zone

AIRFIELD FACILITIES

- Runway
- Taxiway
- Apron
- Shoulder

PASSENGER TERMINAL FACILITIES

- Existing Passenger Terminal (to Remain)
- Future Passenger Terminal
- Decommissioned Existing Terminals
- Domestic Aircraft Parking Position
- International Aircraft Parking Position
- Remain Overnight Aircraft Parking Position

GROUND TRANSPORTATION FACILITIES

- Roadway
- Existing T2 Parking Plaza
- Future T1 Parking Plaza
- Future Right-of-Way (Eastbound Roadway)

SUPPORT FACILITIES

- Future SANDAG Intermodal Transit Center *
- Designated Transit Ready Area
- SDCRAA Administrative Offices
- Airport Support Facilities
- Airport Support Facilities (not part of ADP)

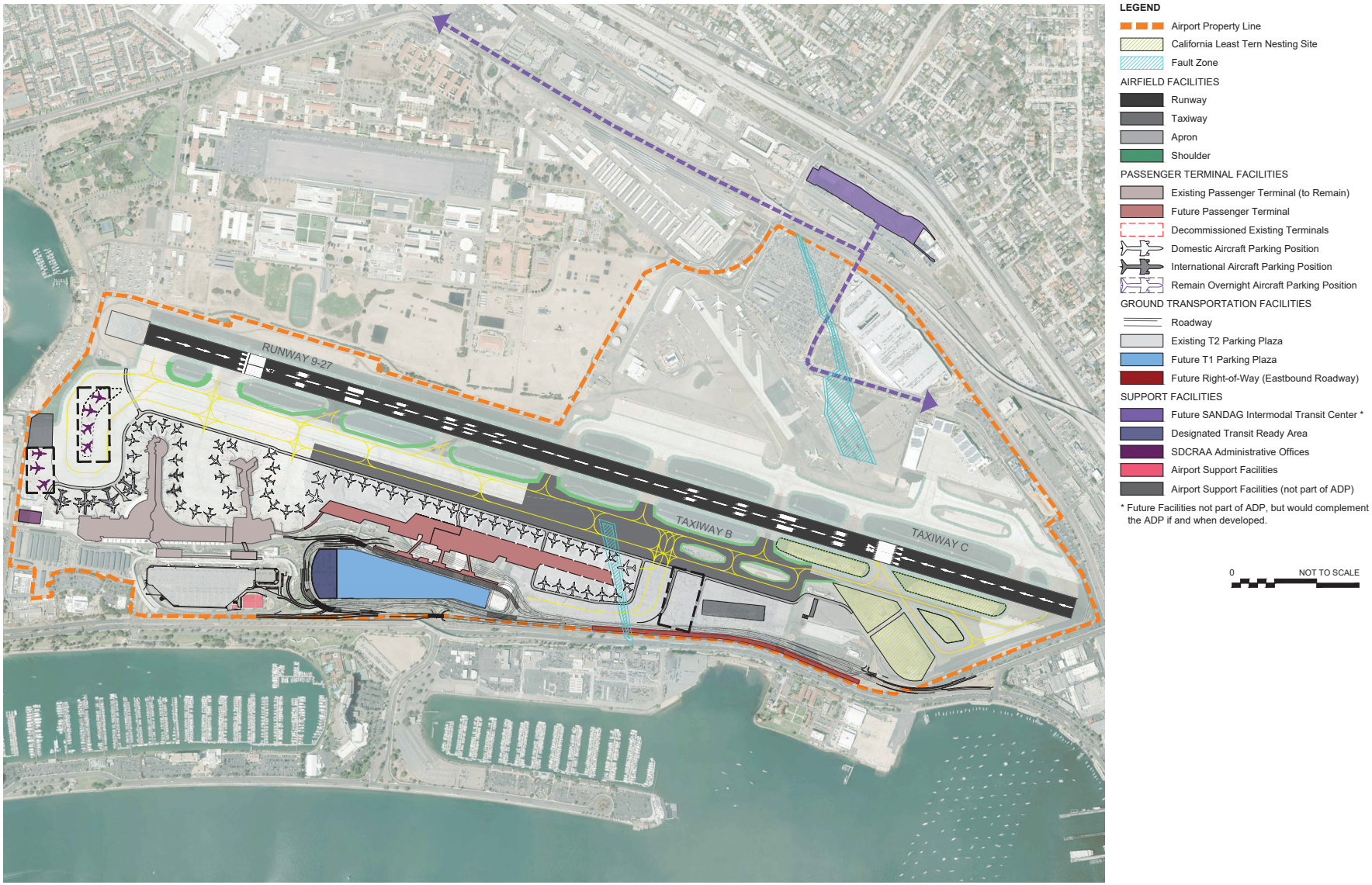
* Future Facilities not part of ADP, but would complement the ADP if and when developed.

0 NOT TO SCALE

Source: Jacobsen | Daniels, 2019.

Figure F-2

ALTERNATIVE 4 - PHASE 1A DEVELOPMENT CONCEPT



Source: Jacobsen | Daniels, 2019.

Figure F-3

ALTERNATIVE 4 - PHASE 1B DEVELOPMENT CONCEPT

Alternative 4 includes several other transportation- and transit-related improvements that are not in the proposed project described above. Those additional improvements that are included in Alternative 4 are as follows:

- Under Alternative 4, space is reserved within the on-airport roadway to accommodate a 42-foot wide eastbound egress route on the north side of North Harbor Drive between Winship Lane and Terminal Link Road/Coast Guard. This egress route would tie into future off-airport roadway system improvements that would serve to improve access to and from SDIA. The location of that future right-of-way is shown on Figures F-2 and F-3. The nature, extent, and timing of such off-airport roadway system improvements would be determined through the involvement of, and subject to approvals by, several agencies beyond the SDCRAA, including the California Coastal Commission, SANDAG, MTS, the County of San Diego, the City of San Diego, the Port of San Diego, and the California Department of Transportation (Caltrans). In addition, any contribution of Airport funds to the off-airport roadway system would be subject to FAA approval.

- Under Alternative 4, a dedicated airport shuttle service between the Old Town Transit Center and SDIA would be established to provide improved access to local and regional transit for airport passengers and employees. The operational characteristics of the proposed shuttle system are anticipated to include:

  - Shuttle bus would operate daily between the Old Town Transit Center and Terminals 1 and 2 during the same hours as the San Diego Trolley. The trolley currently operates from approximately 5 AM to 1 AM daily. On Weekdays, the service would operate at 15-minute frequency from 5 AM to 9 PM, and at 30-minute frequency from 9 PM to 1 AM. On Weekends, the service would operate at 15-minute frequency from 5 AM to 7 PM, and at 30-minute frequency from 7 PM to 1 AM.

  - Shuttles would be all-electric zero-emission-vehicles (ZEVs) that can accommodate 20 passengers.

  - Shuttle Route between the SDIA Terminals and Old Town Transit Center: The shuttle bus would depart the terminals, access the Terminal Link Road at the U.S. Coast Guard crossing, and exit onto Pacific Highway at the intersection with Palm Street. The shuttle bus would continue north on Pacific Highway to the Old Town Transit Center where it would use the curbfront located on either the west or east curb at the Old Town Transit Center located at 4005 Taylor Street.

  - Shuttle Route from Old Town Transit Center to SDIA Terminals: The shuttle bus would depart the Old Town Transit Center at 4005 Taylor Street by proceeding south on Pacific Highway. At the intersection with Palm Street, the shuttle bus would access the gated Terminal Link Road, on which it would proceed to Terminals 1 and 2.

  - Distance: The shuttle bus would be 3.8 miles for each one-way trip (according to Google Maps).

- Under Alternative 4, SDCRAA would also work with the MTS to upgrade Bus Route 992 transit service between downtown and SDIA. This would include the following measures to

increase ridership by reducing the travel time along the route: 1) allow 992 buses to use the new on-airport access road including preferential locations at the terminals for bus stops; and 2) provide space for a kiosk and fare purchase station at a convenient location within the new, replacement Terminal 1 (implemented in January 2016 at existing Terminals 1 and 2).

- Under Alternative 4, a designated "transit-ready" area would be located between the proposed new T1 Parking Structure and the recently opened T2 Parking Plaza. This "transit-ready" area would place a potential future transit station in close proximity to both T1 and T2. The nature, design, and timing of such a transit station would be determined through a joint effort between agencies, such as SDCRAA, the Port District, SANDAG, and MTS to select the preferred regional transit system connection to SDIA. This transit connection type could include an automated people mover, light-rail/trolley line, subway, gondola, or autonomous electric vehicles, and will be further evaluated as part of SANDAG's 2021 Regional Transportation Plan.

Pedestrian and Bicycle Circulation

Similar to the proposed project, Alternative 4 would include safe, recognizable, and continuous connections along North Harbor Drive to SDIA terminals for bicycles and pedestrians. Existing pedestrian and bicycle connections would be retained, while, additionally, new connections would also be established. For westbound passengers accessing SDIA, at the intersection of North Harbor Drive and Laurel Street, a pedestrian/bicycle crossing would be provided along the on-airport entry ramp. From the entry ramp, pedestrians and bicycles could travel on a multi-use path along the north side of the on-airport entry roadway. At the intersection of North Harbor Drive and Terminal Link Road, the multi-use path would cross under the on-airport entry road where it would continue along the north side of North Harbor Drive. At the intersection of North Harbor Drive and Harbor Island Drive, there would be a crossing that connects to the T1 Parking Structure. From there, pedestrians and bicyclists could access all new T1 facilities. At some future time when additional eastbound exit lanes within right-of-way along the north side of North Harbor Drive are implemented (see discussion above under the Heading "On-Airport Vehicle Transportation"), the multi-use path may be realigned to connect with circulation improvements and continue to provide bicycle and pedestrian access from land uses to the east of SDIA.

Parking

Like the proposed project, Alternative 4 would construct a new parking structure south of the new T1, but it would be smaller in size, with only 5,500 spaces instead of 7,500 spaces under the proposed project. The smaller footprint would, in turn, provide space for the "transit-ready" area described above. The 5,500-space parking structure would be a maximum of approximately 2,250,000 square feet, with up to five levels and a maximum height of 60 feet for the main roof deck and 84 feet for the elevator penthouses and light poles. It is important to note that, although the new parking structure would provide 5,500 spaces, the majority of these spaces would offset the loss of existing parking at SDIA. Table F-1 provides a breakdown of parking spaces at SDIA under existing (2018) conditions and at buildout of Alternative 4. As shown in the table, with

implementation of Alternative 4, including the 5,500-space parking structure, there would be a net increase of 650 parking spaces compared to existing conditions.

Table F-1: Airport Parking Spaces: Existing Conditions, Proposed Project and Alternative 4

Type	Lot	Existing (2018) Baseline	Proposed Project	Buildout of Alternative 4 (2026)
Passenger Parking				
	T1 Parking	1,200	7,500	5,500
	T2W Surface Lot (NTC)	1,100	900	900
	T2 Parking Plaza	2,900	2,900	2,900
	Long-Term Lot #1 (Harbor Dr.)	1,400	0	0
	Economy Lot (Pacific Hwy)	1,950	0	0
	Subtotal	8,550	11,300	9,300
Valet Parking				
	Various	450	0	0
Employee Parking				
	Admin Building Lot #7	200	0	0
	Employee Lot #6 (Harbor Dr.)	1,550	0	0
	ADC Lot (McCain Rd.)	50	0	0
	Employee Lot (Pacific Hwy)	0	1,950	1,950
	T2W Employee Lot (NTC)	0	200	200
	Subtotal	1,800	2,150	2,150
Total				
	TOTAL	10,800	13,450	11,450
Approximate Net Increase			**2,650**	**650**

Source: SDCRAA, January 2019.

1.2.4.4.4 Central Utility Plant

Alternative 4's improvements to the Central Utility Plant would be the same as those under the proposed project. Those improvements would include replacement of the existing boilers and chillers, which would increase the heating and cooling capacity at SDIA, improve efficiencies, and reduce energy consumption compared to the existing system.

1.2.4.4.5 Airport Administrative Offices

Similar to the proposed project, Alternative 4 would include demolition of the former 132,000 square-foot Commuter Terminal, where SDCRAA administrative offices are currently located, and construction of a new 150,000 square-foot airport administration office building near the intersection of McCain Road and Airport Terminal Road. Parking for the new airport administration building would be at the existing surface lot located at the current T2 Parking Lot at McCain Road and Airport Terminal Road. The lot would be resurfaced and reconfigured. The new airport administration building developed under Alternative 4 would, however, differ from that of the proposed project in that it would be only 84 feet tall, instead of the 95-foot building height associated with the proposed project.

1.2.4.4.6 Other Improvements

Other improvements associated with the proposed project would be similar to those under Alternative 4, including those related to utilities, including the SAN Stormwater Capture and Reuse System, with the most notable difference being that there would be no utility systems modifications in the T2 area, since the new T2-West improvement (i.e., the "Stinger") and replacement of existing T2-East with a linear concourse between T1 and T2-West would not occur under Alternative 4.

1.2.4.4.7 Project Phasing

Under Alternative 4, the proposed improvements would be implemented in one major phase (Phase 1), with two sub-phases (Phases 1a and 1b), that would ensure that regular airport operations would be maintained at a sufficient level during construction. As indicated earlier, Alternative 4 would not provide for the development of the new T2-West addition (i.e., the "Stinger") or demolition of existing T2-East and its replacement with a new linear concourse between the new T1 and the existing T2-West. As such, there would be no Phase 2 improvements under Alternative 4. The primary components of Phase 1 under Alternative 4 are the replacement of T1 (including realignment of Taxiway B and construction of a new Taxiway A), a new T1 Parking Structure, a T1 loop road, and the on-airport entry roadway.

1.2.4.4.8 Aircraft Gates

Table F-2 provides a comparison of the number of aircraft gates at each subphase of development under the proposed project and Alternative 4.

Table F-2: Number of Airport Gates at SDIA by Project Construction Phases - Proposed Project Compared to Alternative 4

Terminal	Total Number of Gates at SDIA								
		Proposed Project				Alternative 4			
	Existing	Phase 1a	Phase 1b	Phase 2a	Phase 2b	Phase 1a	Phase 1b	Phase 2a[a]	Phase 2b[a]
Existing T1	19	0	0	-	-	0	0	-	-
Replacement T1(a)	-	22	22	22	22	19	19	19	19
Replacement T1(b)	-	0	8	8	8	0	11	11	11
Existing T2-West	19	19[b]	19[b]	17[c]	17	19[b]	19[b]	19[b]	19[b]
Modified T2-West	-	0	0	7	7	NA	NA	NA	NA
Existing T2-East	13	13	13	13	0	13	13	13	13
Modified T2-East	-	0	0	0	7	NA	NA	NA	NA
Total Gates	**51**	**54**	**62**	**67**	**61**	**51**	**62**	**62**	**62**

Source: LeighFisher and CDM Smith, April 2019.
Notes:
a. Phase 2 would not take place under Alternative 4. Therefore, as shown, there would be no change in gate numbers.
b. Four widebody positions west of existing T2-West would operate as six narrowbody positions in Phases 1a and 1b.
c. Two of the four widebody positions west of existing T2-West would operate as three narrowbody positions in Phase 2a.

1.2.5 Staff Recommended Alternative

The following summarizes the environmental impacts of the four alternatives compared to the proposed project, and discusses the extent to which each alternative meets the project objectives

identified in Section 1.2.2 above. Based on the following comparison of environmental impacts associated with each alternative, Alternative 2 is considered to be the environmentally superior alternative as it would reduce the significant impacts related to air quality, greenhouse gas (GHG) emissions, traffic, and historical resources that would otherwise occur under the proposed project, both in terms of construction-related impact and operations-related impacts. Implementation of Alternative 2 would not, however, meet most of the project objectives. Implementation of Alternative 4 would also result in reduced impacts related to air quality, GHG emissions, traffic, historical resources, and roadway noise, but, unlike Alternative 2, implementation of Alternative 4 would meet all of the project objectives. Alternative 4 is environmentally superior to the proposed project, is considered feasible, and would meet all of the project objectives. As such, Alternative 4 is the SDCRAA Staff Recommended Alternative over the proposed project. Although the No Project Alternative would avoid all the construction-related impacts of the proposed project, most of those construction impacts are less than significant, with the exception of construction-related traffic impacts. Moreover, the operational impacts of the No Project Alternative, including those related to air quality and GHG emissions, would be greater than the unavoidable significant impacts of the proposed project.

1.2.5.1 Comparison of Alternatives to the Proposed Project

1.2.5.1.1 Alternative 1: No Project

Alternative 1: No Project would avoid all the construction-related impacts of the proposed project; however, most of the proposed project's construction impacts are less than significant, with the exception of GHG emissions (when combined with operations-related impacts), construction-related traffic impacts, and a significant and unavoidable cumulatively considerable contribution to significant air quality cumulative impact. Moreover, several operational impacts of the No Project Alternative, including those related to human health risk and air quality and GHG emissions, would be greater than the unavoidable significant impacts of the proposed project. Alternative 1 would not result in any terminal, roadway, airfield, or other improvements that would occur under the proposed project to improve operational efficiency and environmental sustainability, and better accommodate future activity levels and coordinating of transit services and facilities, and therefore, would not meet any of the Project Objectives.

1.2.5.1.2 Alternative 2: Reduced Scale of Development

Implementation of Alternative 2: Reduced Scale of Development would result in construction-related impacts that would, for most environmental issue areas, be generally comparable to those of the proposed project; however, relative to historic resources, Alternative 2 would avoid the significant impacts of the project, and, relative to construction-related traffic and GHG emissions, would reduce significant impacts. The operations-related impacts of Alternative 2 would be generally comparable to those of the proposed project; however, air pollutant emissions and GHG emissions would be slightly reduced compared to the proposed project. Overall, in comparison to the other alternatives, Alternative 2 is the environmentally superior alternative. Implementation of Alternative 2 would not, however, meet most of the Project Objectives. The following summarizes the relationship between Alternative 2 and the Project Objectives.

- Goal: Develop passenger terminal facilities to efficiently accommodate future activity levels and maintain high levels of passenger satisfaction that reflect the local feel and uniqueness

of San Diego. *Alternative 2 – Development of a new stand-alone terminal east of existing T1 would provide a limited improvement to passenger service and efficiency, but SDIA would still rely on the existing T1 which is relatively old and inefficient, and would not provide the quality of passenger satisfaction that SDCRAA is seeking for both existing and future activity levels*.

- Objectives:
  - Maintain appropriate level of service on the curbfront, security checkpoints, passenger holdrooms, and bag claim areas. *Alternative 2 – Existing T1, as retained under Alternative 2, would provide less than desired levels of service based on limitations associated with the existing size and design of the T1 facilities, although development of the new stand-alone terminal would help compensate for those limitations.*
  - Optimize airport concessions to meet demand and generate revenue for SDIA. Alternative *2 – This objective could be met under Alternative 2.*
  - Minimize walking distances and mode changes from curbside to aircraft gate. *Alternative 2 – The design of the stand-alone terminal under Alternative 2 has an elongated concourse that extends well east of the passenger processing area and curbside, which would not meet the objective to minimize walking distances. Additionally, its physical separation from T1 and T2 would require passengers on connecting flights to or from those other terminals to walk quite a distance or would require bussing of connecting passengers between terminals.*
  - Address T1 functional deficiencies, including replacement if necessary. *Alternative 2 – This objective would not be met under Alternative 2.*
  - Develop a plan that can be implemented in a phased manner. *Alternative 2 – This objective could be met under Alternative 2.*
  - Make the terminal a showplace of functionality and design that reflects the local feel and uniqueness of San Diego. *Alternative 2 – The new stand-alone terminal could meet this objective; however, retaining the existing T1 under Alternative 2 would not respond to the objective relative to a showplace of functionality and design.*

- Goal: Plan for an operationally efficient airfield that meets FAA standards
  - Objectives:
    - Improve and optimize airfield configuration for safety, efficiency, and capacity. *Alternative 2 – Retaining the existing T1 under Alternative 2 would substantially limit the proposed improvement of Taxiway A (i.e., the end gates on T1 are located where the new Taxiway A extension is proposed); hence, the ability to achieve this objective would be compromised.*
    - Develop a plan to eliminate any existing modifications to standards as soon as feasibly practical and do not create conditions warranting additional modifications or waivers from the FAA. *Alternative 2 – Alternative 2 does not affect this objective.*

- Provide flexibility to respond to future aircraft, technology, and industry changes. *Alternative 2 – Alternative 2 does not affect this objective.*

- Goal: Provide a plan that is fiscally and environmentally sustainable. *Alternative 2 – Retaining existing T1, which relatively old and inefficient, requiring substantial maintenance and upkeep, is not considered to be fiscally or environmentally sustainable.*
  - Objectives:
    - Wherever prudent, make use of existing facilities through renewal or modernization to meet future demand. *Alternative 2 – Based on the age, condition, size, and nature of existing T1, renewal and modernization of that facility, in lieu of replacement, is not considered prudent. Further, the footprint of existing T1 cannot be modified to accommodate an increase in the number of security screening lanes without a major structural modification that would affect the number of gates.*
    - Ensure the development plan is fiscally responsible from both the capital and operational cost perspectives. *Alternative 2 – Based on the age, condition, size, and nature of existing T1, renewal and modernization of that facility, in lieu of replacement, is not considered fiscally responsible from an operational cost perspective.*
    - Provide plans that will diversify airport revenues and strengthen the financial position of SDIA. *Alternative 2 – Similar to above, the long-term costs of ongoing maintenance and operation associated with retaining existing T1, instead of replacing it, would not strengthen the financial position of the Airport.*
    - Maximize funding resources through appropriate facility planning. *Alternative 2 – Same as above.*
    - Continue to implement sustainability measures at SDIA, and monitor and report on those measures consistent with Global Reporting Initiative (GRI) Sustainability Reporting Standards. *Alternative 2 – Alternative 2 does not affect this objective.*

- Goal: Optimize the productive use of SDIA properties.
  - Objectives:
    - Maximize non-airline revenues. *Alternative 2 – Alternative 2 does not affect this objective.*
    - Identify opportunities for increased commercial utilization. *Alternative 2 – Alternative 2 does not affect this objective.*

- Goal: Provide a plan that meets the aviation needs of the San Diego region in a socially responsible manner.

- Objectives:
  - Support increases in air service demand for commercial passenger service to meet the needs of the San Diego regional economy and businesses. *Alternative 2 – Alternative 2 could meet this objective*.
  - Implement airport improvements in a sustainable manner and consider the total cost of ownership including financial, environmental, and social costs. *Alternative 2 – Based on the age, condition, size, and nature of existing T1, renewal and modernization of that facility, in lieu of replacement, implementation of Alternative 2 is not considered to provide for airport improvements in a sustainable manner and considers the total cost of ownership*.

- Goal: Improve ground access to SDIA, including coordination of transit service and facilities that interface with regional systems, and accommodate parking demand. *Alternative 2 – Alternative 2 would provide for improved ground access with the new on-airport roadway and includes a new surface lot for parking nearby, but does not provide improvements to enhance transit service.*
  - Objectives:
    - Provide enhanced vehicular access from Harbor Drive to SDIA. *Alternative 2 – Alternative 2 meets this objective*.
    - Improve mobility for private vehicles, transit users, and bicyclist/pedestrians along the North Harbor Drive corridor. *Alternative 2 – Alternative 2 does not meet this objective.*
    - Improve transit connections to the existing transit system planned by the San Diego Association of Governments (SANDAG) and operated by the San Diego Metropolitan Transit System (MTS) including bus shuttle service to light rail stations and transit centers (Santa Fe Depot and Old Town Transit Centers). *Alternative 2 – Alternative 2 does not meet this objective*.
    - Accommodate demand for short-term and long-term parking spaces on- airport to ensure sufficient passenger satisfaction and appropriate revenue generation. *Alternative 2 – Alternative 2 includes a new surface lot for parking nearby.*

In summary, Alternative 2 could avoid or reduce certain significant impacts associated with the proposed project, but would not meet most of the project objectives.

1.2.5.1.3 Alternative 3: Revised Implementation Phasing

Implementation of Alternative 3 does not avoid or reduce the significant impacts of the project. Alternative 3 includes all the elements of the proposed project but with modified phasing. Therefore, as with the proposed project, it would meet all the Project Objectives. However, the timing on meeting several of the objectives would change. For example, under Alternative 3, the completion of the new T1 would occur in Phase 2a, instead of Phase 1b as would occur under the proposed project. Therefore, while Alternative 3 would still meet the objective of addressing T1

functional deficiencies, the completion of the new T1 improvements would occur in 2030 under Alternative 3, instead of 2026 as would occur under the proposed project.

1.2.5.1.4 Alternative 4: T1 Replacement and Transportation Improvements

Implementation of Alternative 4: T1 Replacement and Transportation Improvements, would result in construction-related impacts that would, for most environmental issue areas, be generally comparable to those of the proposed project; however, relative to construction-related air pollutant emissions, would reduce significant impacts. The operations-related impacts of Alternative 4 would be less than those of the proposed project relative to traffic, air quality, greenhouse gas, cultural resources, and roadway noise. Implementation of Alternative 4 would meet all of the Project Objectives, as summarized below.

- Goal: Develop passenger terminal facilities to efficiently accommodate future activity levels and maintain high levels of passenger satisfaction that reflect the local feel and uniqueness of San Diego. *Alternative 4 – As with the proposed project, the new T1 would provide improvement to passenger service and efficiency. No new stinger would be constructed and no improvements to T2 would occur under Alternative 4, although interior renovations and upgrades would likely occur in the future as normal business practice.*
  - Objectives:
    - Maintain appropriate level of service on the curbfront, security checkpoints, passenger holdrooms, and bag claim areas. *Alternative 4 – the new T1 would provide the desired levels of service.*
    - Optimize airport concessions to meet demand and generate revenue for SDIA. *Alternative 4 – This objective could be met under Alternative 4.*
    - Minimize walking distances and mode changes from curbside to aircraft gate. *Alternative 4 – the design of the new T1 would meet this objective, although no linear concourse between the new T1 and the existing T2-West would be implemented.*
    - Address T1 functional deficiencies, including replacement if necessary. *Alternative 4 – this objective would be met under Alternative 4 through the replacement of the existing T1 with a new T1.*
    - Develop a plan that can be implemented in a phased manner. *Alternative 4 – This objective would be met under Alternative 4.*
    - Make the terminal a showplace of functionality and design that reflects the local feel and uniqueness of San Diego. *Alternative 4 – the new T1 would meet this objective.*
- Goal: Plan for an operationally efficient airfield that meets FAA standards
  - Objectives:
    - Improve and optimize airfield configuration for safety, efficiency, and capacity. *Alternative 4 – Alternative 4 would meet this objective.*

- Develop a plan to eliminate any existing modifications to standards as soon as feasibly practical and do not create conditions warranting additional modifications or waivers from the FAA. *Alternative 4 – Alternative 4 does not affect this objective.*
- Provide flexibility to respond to future aircraft, technology, and industry changes. *Alternative 4 – Alternative 4 does not affect this objective.*

- Goal: Provide a plan that is fiscally and environmentally sustainable. *Alternative 4– Replacing the existing T1, which relatively old and inefficient, with new environmentally efficient construction would meet this objective. Although there would be no improvements to T2-East under Alternative 4, interior renovations and upgrades would likely occur in the future as a normal business practice.*
  - Objectives:
    - Wherever prudent, make use of existing facilities through renewal or modernization to meet future demand. *Alternative 4 – Based on the age, condition, size, and nature of existing T1, renewal and modernization of that facility, in lieu of replacement, is not considered prudent. Further, the footprint of existing T1 cannot be modified to accommodate an increase in the number of security screening lanes without a major structural modification that would affect the number of gates. As such, replacement of T1 with a new facility is more appropriate. There would be no improvements to T2-East under Alternative 4, however, interior renovations and upgrades would likely occur in the future as a normal business practice.*
    - Ensure the development plan is fiscally responsible from both the capital and operational cost perspectives. *Alternative 4 – the replacement of T1 with a new facility and the resultant reduction of long-term costs of ongoing maintenance and operation, as compared with retaining the existing T1, would strengthen the financial position of the Airport.*
    - Provide plans that will diversify airport revenues and strengthen the financial position of SDIA. *Alternative 4 – Same as above, Alternative 4 would meet this objective.*
    - Maximize funding resources through appropriate facility planning. *Alternative 4 – Same as above, Alternative 4 would meet this objective.*
    - Continue to implement sustainability measures at SDIA, and monitor and report on those measures consistent with Global Reporting Initiative (GRI) Sustainability Reporting Standards. *Alternative 4 – the replacement of the existing T1 with new construction that exceeds the State of California's current energy efficiency requirements would meet this goal.*

- Goal: Optimize the productive use of SDIA properties.
  - Objectives:
    - Maximize non-airline revenues. *Alternative 4 – Alternative 4 does not affect this objective.*
    - Identify opportunities for increased commercial utilization. *Alternative 4 – Alternative 4 does not affect this objective.*
- Goal: Provide a plan that meets the aviation needs of the San Diego region in a socially responsible manner.
  - Objectives:
    - Support increases in air service demand for commercial passenger service to meet the needs of the San Diego regional economy and businesses. *Alternative 4 – Alternative 4 meets this objective*.
    - Implement airport improvements in a sustainable manner and consider the total cost of ownership including financial, environmental, and social costs. *Alternative 4 –Alternative 4 would provide for airport improvements in a sustainable manner and considers the total cost of ownership*.
- Goal: Improve ground access to SDIA, including coordination of transit service and facilities that interface with regional systems, and accommodate parking demand. *Alternative 4 – Alternative 4 would provide for improved ground access with the new on-airport roadway and parking structure. Additionally, Alternative 4 provides improvements to enhance transit service. In addition to transit improvements that would occur under the proposed project, Alternative 4 includes preservation of a portion of SDIA as a "transit-ready" area to accommodate potential future regional transit system improvements that would link to SDIA.*
  - Objectives:
    - Provide enhanced vehicular access from Harbor Drive to SDIA. *Alternative 4 – Alternative 4 meets this objective*.
    - Improve mobility for private vehicles, transit users, and bicyclist/pedestrians along the North Harbor Drive corridor. *Alternative 4 – Alternative 4 meets this objective.*
    - Improve transit connections to the existing transit system planned by the San Diego Association of Governments (SANDAG) and operated by the San Diego Metropolitan Transit System (MTS) including bus shuttle service to light rail stations and transit centers (Santa Fe Depot and Old Town Transit Centers). *Alternative 4 – Alternative 4 meets this objective*.
    - Accommodate demand for short-term and long-term parking spaces on- airport to ensure sufficient passenger satisfaction and appropriate revenue generation.

Alternative 4 – Alternative 4 includes a parking structure and would meet this objective.

1.2.5.2 Summary

Based on the above comparison of environmental impacts associated with each alternative, Alternative 2 is considered to be the environmentally superior alternative as it would reduce the significant impacts related to air quality, GHG emissions, traffic, and historical resources that would otherwise occur under the proposed project, both in terms of construction-related impacts and operations-related impacts. Implementation of Alternative 2 would not, however, meet most of the project objectives.

Implementation of Alternative 4 would also result in reduced impacts related to air quality, GHG emissions, traffic, historical resources, and roadway noise, but, unlike Alternative 2, implementation of Alternative 4 would meet all of the project objectives. Alternative 4 is environmentally superior to the proposed project, is considered feasible, and would meet all of the project objectives. As such, Alternative 4 is the SDCRAA Staff Recommended Alternative over the proposed project.

Although the No Project Alternative would avoid all the construction-related impacts of the proposed project, most of those construction impacts are less than significant, with the exception of construction-related traffic impacts. Moreover, the operational impacts of the No Project Alternative, including those related to air quality and GHG emissions, would be greater than the unavoidable significant impacts of the proposed project.